

The 2021-2022 Erie County Poet Laureate Search Information Packet

Contents

- Letter of welcome and advice to applicants
- Bylaws and structure of the Initiative
- Description of Application and Judging Processes
- Judges' Rubric for evaluating poetry and projects
- Sample Résumé/Vitae
- Sample Project Proposal (adapted from actual 2009 winning project proposal)
- Sample Budget Worksheet.

The application period is June 15, 2021, through July 15, 2021. Mail or hand-deliver Applications to:

Poet Laureate Search c/o Erie County Council Office Erie County Courthouse 140 West Sixth Street, Room 114 Erie, Pennsylvania 16501 Dear Poet,

Thank you for taking up the challenge to represent Erie County as the public face of poetry for the coming year. Our award-winning initiative is renowned for its depth and level of support. It is reflective of the vibrant, talented, and engaged community of poets in Erie County, Pennsylvania.

The Erie County Poet Laureate Initiative won the County Commissioners Association Art Programming Award in 2010 and the National Association of Counties 2011 National Arts and Culture Award. Six Poets Laureate have represented our community since 2009; Berwyn Moore, Thomas Forsthoefel, Ron Hayes, Cee Williams, Marisa Moks-Unger and Dr. Chuck Joy.

Erie County Government has provided a \$7,500 grant. Three-thousand dollars (\$3,000) goes to the poet as a stipend, \$4,000 funds a project to bring poetry to the people of Erie County, and \$500 covers administrative expenses. The ratio of the award reflects the goal of Erie County Government and the Poetry Committee for service to the public to be the driving force of the Poet Laureate Initiative.

Applicants should be professionally experienced poets, having had their poetry previously published in some <u>refereed</u> format. This means that an established press, journal, or recording company must have accepted your poetry for publication, including print formats such as journals, chapbooks, collections, or digital formats such as video or audio file. Please use the format within this application packet to list your publications.

The competition to become Poet Laureate of Erie County has three elements: submitted poems, the project proposal, and a live presentation of your work before the panel of jurists and the citizens of the county. Your poems and project may receive a maximum of 16 points each while the presentation is worth a maximum of 12 points.

From your poetry (up to 12 pages of your original work), choose those which would be <u>appropriate</u> <u>for general audiences</u>, as you must read them in front of the citizens of the county, including children. Because these poems will be juried both on paper and, if you are a finalist, on the stage, you should choose poems that both read well and are pleasing to the ear. Beyond these general considerations, your choices are not limited to any genre of poetry or type of subject.

Your submitted work should be typed and professional in appearance. Your project proposal may follow the template provided. In your project proposal, <u>you must include estimates</u> of your expenses from actual vendors you would use, and you must prefer Erie County vendors whenever possible. Please submit five copies of all materials. Note this is a blind judging so names will be removed from poetry and project documents during the ranking phase.

Three to five poets with the best scores in the written poems and project proposal categories will be invited to a venue to present their poems aloud before the Jury and the County. Your presentation will be an opportunity to show the jury how you will represent the county as our official poet. You must present poems from those you submitted in the first place, so choose them wisely.

Every finalist's reading has been an amazing show in its own right, demonstrating the wealth and variety of strong poetry in our county. We are thrilled you are taking part in this endeavor.

Sincerely,

The Erie County Poet Laureate Committee

The Erie County Poet Laureate Initiative Bylaws 2021-2022

The Poet Laureate Initiative

The Erie County Poet Laureate Initiative (PLI) The PLI is a means by which the community will be exposed to exceptional poetry. The Initiative consists of the Erie County Poetry Committee, the Poet Laureate Judges, the Poet Laureate position, and the yearly community outreach project. The Erie County Poet Laureate is an emissary for poetry who will promote an awareness of poetry and inspire an appreciation of the art form in our community.

1)The Committee

The Committee will consist of six to ten persons, including at least one member of the faculty of each of the County's higher education institutions, at least one representative from a county school district, and an elected county official appointed by the Chairman of Council. Members from the community at large who share a vital interest in poetry will fill the remaining seats. Each January the Committee shall reorganize and select a Chair Person, Secretary, and Treasurer from their membership.

Erie County Poetry Committee appointments will serve a term of five years, renewable once. The respective universities will recommend their representatives or replacements to the Committee.

The Erie County Poetry Committee will work with the Laureate to provide oversight and aid while he/she executes his/her yearly responsibilities.

The Erie County Poetry Committee will also maintain a web presence that will include the documents covering all aspects of the Erie County Poet Laureate Initiative, an archive of the works produced by the Erie County Poet Laureates (their poetry and, where possible, the results of their Projects), and related information to help keep poetry a vital art in the County. An annual budget of \$500 (hereafter, operating funds) will be provided from the Erie County Poet Laureate Initiative funds to maintain the web presence and help provide promotional assistance to the Erie County Poet Laureate. The operating funds will be the responsibility of the Treasurer of the Committee.

All members of the ECPL committee must maintain moral and ethical behavior in relationship to their roles and responsibilities. Those behaviors reflect the status, character, and standards of the EC government and the ECPL initiative and are in accordance with the accepted principles of right and wrong that govern the conduct of public officials in the business, educational, and civic arenas. Any member of the ECPL committee who engages in unprofessional or unethical conduct is subject to disciplinary action and dismissal as determined by the rest of the committee.

2)The Jury

The Erie County Poetry Committee will select a panel of five Jurists, who will then review all applications for the Laureate and make a final selection. Three of the Judges will be chosen from the Erie County Poetry Committee by a majority vote of the Committee. The two other Jurists volunteer from the community at large and will be approved by the Committee. Judges will be required to sign the "Laureate Jurist Agreement" found on page 8.

3) The Poet Laureate

The Laureate shall be a resident of Erie County, Pennsylvania, whose works have appeared in literary journals, books, anthologies, or other media.

The Laureate shall be someone who regularly contributes to the region's poetry community and should be comfortable with public presentation and interaction.

The Laureate will contribute to the history of poetry in Erie County and foster the appreciation of verse across the community.

The Laureate will serve a one-year appointment from September 30 to October 1, renewable no more than twice. The Laureate will read poetry at selected civic occasions, celebrations, and communal gatherings; encourage others to explore their creative writing abilities; and inspire personal expression through poetry.

The Laureate may collaborate with other artistic groups and will encourage writing by people of all ages and backgrounds.

The Laureate is required to give a minimum of one public reading of his/her own original work during this tenure as well as develop and implement a community outreach project.

The Laureate will be provided a \$3,000 honorarium and \$4,000 approved budget for his/her community poetry outreach project; funds administered by Erie Arts & Culture (EAC).

The Laureate will cooperate with the Erie County Poetry Committee to fulfill the obligations of the position. He/she will provide a mid-term progress report to the Committee by March 1 and a final report by August 31. The Committee will then submit the report to County Council for review.

Prospective poets who hope to be selected as Erie County's Poet Laureate should submit an application to the panel of judges and must meet the following conditions:

- Provide up to 12 typed pages of original poetry
- Provide evidence of published poems and other accomplishments in the field.
- Propose a community outreach project that reflects the mission and goals of the Poet Laureate, including an itemized projection for a \$4,000 budget
- Present poems aloud to the public and the jurists at a venue to be determined
- Provide five copies of materials submitted. Please refrain from placing your name on the poems or the project as it will be redacted for the review phase of the competition

4) The Poet's Project

The Poet Laureate will create and implement a community outreach project that makes poetry more available and accessible to the citizenry of Erie County. The project should be structured to create a natural connection to community groups such as school children, seniors, and/or any other groups who appreciate the arts and the cultivation of beauty, both written and spoken.

- A detailed narrative and a proposed budget of \$4,000 will define the project.
- The Erie County Poetry Committee must approve the project and the budget.
- The project must be designed to be completed within one-year.
- The project's vendors will be selected from Erie County whenever possible.
- The Erie County Accounting Department will prepare the checks for the project and for the Laureate's honorarium.
- The Erie County Poet Laureate will provide the Erie County Poetry Committee with a final report that summarizes the events and projects completed, and which includes a detailed breakdown of how Erie County Poet Laureate spent the funds.

Erie County Poet Laureate Initiative c/o Erie County Council Office Erie County Courthouse 140 West Sixth Street, Room 114 Erie, Pennsylvania 16501

5) Accountability

The Erie County Poet Laureate receives a \$3,000 honorarium for their work implementing the Community Project; their faithful support of the Poetry Initiative, work performed as Laureate and for the maintenance their upright standing in the community. Persons chosen as Laureate are required to sign the "terms and conditions" document on page 6.

Should the Poet Laureate, through his/her public behavior, bring disrepute to the Poet Laureate title, the Initiative or to the County of Erie, the Erie County Poetry Committee may suspend its financial support immediately pending the outcome of any legal process. The financial support includes both the stipend and the Project.

Any decision to suspend standing, and/or funding of an individual as Laureate will be done so at an open meeting of the Committee. The individual whose standing or funding is under consideration may appeal any such decision within 30 day of being notified by certified letter, hand delivery or in —person. Should Laureate be removed or resign for any reason leftover funds will be retained by the Initiative.

Erie County Poet Laureate Terms and Conditions

As the	Erie County Poet Laureate, I,	, acknowledge and agree to			
the fol	lowing responsibilities and conditions:				
1.	To support the general mission of Erie County Poet Laureate Initiative (ECPLI), to be knowledgeable about its goals and activities, and to present a positive image of the Initiative are of my position as Laureate to the community;				
2.	To provide written financial and project updates o Committee;	nd project updates on a quarterly basis or upon request of the			
3.	To expend Project funds in accordance with my w granted by the Poetry committee for deviation;	ritten Project submission unless permission is			
4.	To report all potential conflicts of interest in the po	erformance of my official duties;			
5.	To actively promote and participate in the events and activities of the Poet Laureate Initiative				
6.	To advocate on behalf of poetry and the Initiative with area legislators, decision-makers and centers of influence;				
7.	To maintain moral and ethical behavior in relation conduct will reflect the status, character, and stand ECPL Initiative in accordance with the accepted p officials and professionals in the business, education	ards of the Erie County government and the rinciples that govern the conduct of public			
	n of these conditions subjects the Poet Laureate to pained by the Committee and the Erie County govern	<u> </u>			
this do	gnature below signifies my agreement with the Poet ocument. I agree to hold harmless the members of the resulting from my participation in the Poet Laureat	e Erie County Poetry Committee in any legal			
Signati	are of Erie County Poet Laureate	Date			
Signati	ure of Erie County Poetry Committee Chair Person	Date			

LAUREATE APPLICATION/JURY PROCESS

- A complete application includes a résumé, poetry, and a project proposal including a budget; these should be mailed or delivered to the address in the packet.
- After the application deadline passes, a small committee will vet the submissions and be sure that applications are complete. The résumé is evaluated at this stage.
- Only those meeting the requirements will go onto the Clerk for coding.
- Clerk will remove the names; code the entries, and make copies of poetry and projects from each vetted applicant. (Applicants can make this process easier by formatting documents so that names are easy to remove.)
- Each jurist will get folders of the poems and of the projects. Judges will also receive the rubric and the separate scoring sheets necessary for each phase of the competition.
- The jury scores the poems and project proposals over a three-week period. The poems and the projects are juried blindly and independently.
- Jury return scored poems and projects to Council Office.
- The Clerk tallies scores and informs the committee of the identities of the five finalists. Should a Jurist have a conflict of interest with a finalist, an alternate Jurist performs the final step in the competition.
- A presentation date is set in late August (usually a Monday evening). The finalists will present their poems to the Jury and an open audience.
- Jury score presentation of finalists and give tallies to clerk for totaling.
- The Clerk informs the Committee and Jury of the winner. The Committee notifies the new Laureate.

As a Judge of the Erie County Poet Laureate Competition, I acknowledge and agree to meet the following responsibilities:

- 1. To support the general mission of Erie County Poet Laureate Initiative, be knowledgeable about its goals and activities and to present a positive image of the Initiative and position of Laureate in the community;
- 2. To report all potential conflicts of interest with planning, promoting and producing transparent and fair contests and/or upholding the position of Committee Member in writing annually and as the need to do so may arise;
- 3. To uphold the results of each contest in solidarity with the Committee and to follow formal complaint and appeal processes of the Committee should a complaint/appeal be brought to my attention;
- 4. To maintain moral and ethical behavior in relationship to my role and responsibilities. My conduct will reflect the status, character, and standards of the Erie County government and the ECPL initiative in accordance with the accepted principles that govern the conduct of public officials and professionals in the business, educational, and civic arenas.

Breach of these conditions subjects the Jury to possible dismissal as determined by the committee and the EC government.

Name	
Signature	
Date	

RUBRIC - WRITTEN POEMS 2021-22

FORM AND FORMAL ELEMENTS:

4

The form of the poem is integral to its meaning. The poem's craft demonstrates care and attention. If the form is traditional, the poem demonstrates knowledge of the form. If the form is open, lines and movement interact in stirring ways with meaning. The poem demonstrates skill in execution at every point.

<u>3</u>

The form of the poem is appropriate to the subject. If the form is traditional, the form is followed closely though perhaps a stiff in places. If the form is open, the lines evidence care if not mastery.

2

The form of the poem should be more skillfully handled. The poem operates through predictable wording, rhyming, or clichés. If the form is traditional, the poem relies on contortions of language to achieve meter or other effects. If the form is open, there is little evidence that the shape of the poem is more than idiosyncratic choices.

1

The form of the poem is weak, and does not interact with other levels of meaning. If the form is traditional, it is carried out badly. If the form is open, the poem seems haphazard and random.

n

The poem does not meet the requirements of the Committee or cannot be reviewed for a reason unanimously agreed to by the Jury. There is no further scoring.

IMPACT:

4

The poem captivates and inspires the reader. It has something vital to say about the human condition and requires thought beyond the last word of the poem.

- $\underline{3}$ The poem attracts the reader's attention. Some images or turns of phrase remain with the reader.
- $\frac{2}{1}$ The poem is adequate.
- 1

The poem lacks inspiration, is bland, predictable, banal, and forgettable.

0

The poem fails to inspire or is too confusing in its content to be juried.

POETIC LANGUAGE and ELEMENTS:

4

The language is vibrant, descriptive, and exact. Sensory details and figurative language create vivid images that contribute significantly to the meaning of the poem. Sound devices (such as rhyme, alliteration, and onomatopoeia) used effectively and contribute to the meaning of the poem.

<u>3</u>

Sensory details, figurative language, and sound devices (such as rhyme, alliteration, and onomatopoeia) contribute to the meaning of the poem. Most word choices are precise.

<u>2</u>

Sensory details, figurative language, and sound devices (such as rhyme, alliteration, and onomatopoeia) are overused, underused, or inappropriate to the topic. When used, they fail to add to the meaning of the poem. Word choices may be vague, repetitive, or imprecise.

1

There is confusing or inappropriate use of sensory details, figurative language, and/or sound devices (such as rhyme, alliteration, onomatopoeia). Words are misused or unclear.

0

There is no use of sensory details, figurative language, or sound devices.

GRAMMAR, USAGE, MECHANICS, and SPELLING:

4

Word choice serves the poem; it is fresh and unexpected but fitting. Grammar, usage, mechanics, and spelling are either standard, or they serve a purpose such as to create voice (as with dialect) or to introduce productive ambiguity.

<u>3</u>

Word choice is precise. There are some errors in grammar, usage, mechanics, and/or spelling, but none of these are vital to the poem overall and easily understood as errata.

2

Word choice is occasionally vague or imprecise. Some errors in mechanics, grammar, usage, and spelling make the poem difficult to understand at times.

1

Word choices tend to be vague, repetitive, or imprecise. Errors in mechanics, grammar, usage, and spelling make the poem difficult to understand.

<u>0</u>

The poem consistently defeats itself because of errors in grammar, mechanics, usage, and spelling. For example, the poem may weaken its images or become unintentionally funny.

Poor

(1)

Unacceptable

(0)

ERIE COUNTY POET LAUREATE APPLICANT

SCORING SHEET - WRITTEN POEMS

Fair

(2)

APPLICANT CODE #_

Good

(3)

Excellent

(4)

SCORED BY:

	(-)	(•)	(-)	(-)	(•)
E 1E 1					
Form and Formal Elements.					
Elements.					
Impact					
Poetic language and					
elements					
Grammar, usage, mechanics, spelling					
mechanics, spennig					
TOTAL					
	-	-			
TOTAL POINTS:	WRITING _	/16			
	-				
COMMENTS:					
DATE SCORED:					
DATE SCORED:	-				

SCORING SHEET - PRESENTED POEMS

APPLICANT CODE #_

PRESENTATION	Excellent (4)	Good (3)	Fair (2)	Poor (1)	Unacceptable (0)
Effectively delivers					
poem for the audience,					
including voice					
projection and					
enunciation.					
INTERPRETATION	Excellent	Good	Fair	Poor	Unacceptable
	(4)	(3)	(2)	(1)	(0)
Body movement, facial					
expressions, and					
gestures are consistent					
with and enhance the					
ideas and mood of the					
poem					
OVERALL	Excellent	Good	Fair	Poor	Unacceptable
IMPRESSION	(4)	(3)	(2)	(1)	(0)
Impression of poet's					
presentation					
TOTAL					

COMMENTS:

DATE SCORED:

TOTAL POINTS: PRESENTATION /12

SCORED BY:

SCORING SHEET - POET LAUREATE PROJECT

APPLICANT CODE #_

ORIGINALITY	Excellent	Good	Fair	Poor	Unacceptable
	(4)	(3)	(2)	(1)	(0)
Project addresses basic community needs, interests, and venues in an appealing and imaginative way (note grammar, spelling, mechanics, etc.)					
FEASIBILITY	Excellent (4)	Good (3)	Fair (2)	Poor (1)	Unacceptable (0)
Project is predictably "doable" in terms of poet's time and other commitments		,	, ,		
STEWARDSHIP	Excellent (4)	Good (3)	Fair (2)	Poor (1)	Unacceptable (0)
Project reasonably falls within the parameters of allocated funds					
COMMUNITY	Excellent	Good	Fair	Poor	Unacceptable
IMPACT	(4)	(3)	(2)	(1)	(0)
Project covers an appropriate range of community venues (i.e., schools, community centers, arts events, etc.)					

COMMENTS:

DATE SCORED:
__

TOTAL POINTS: PROJECT /16

SCORED BY:

FINAL SCORING SHEET

APPLICANT CODE #_

WRITTEN SCORE -	-	/16
PRESENTATION SCORE -	-	/12
PROJECT SCORE -	-	/16
TOTAL SCORE -		/44

SCORED BY:

NOTE: THIS SHEET WILL BE FILLED IN AND TALLIED BY DOUG SMITH, COUNTY CLERK. JURORS WILL NOT FILL IN THIS SHEET.

Poet Name Sample Résumé

Education

(an advanced degree is <u>not</u> required to be the Poet Laureate of Erie Co.)

Diploma/Degree 1 Granting Body Date

Diploma/Degree 2 Granting Body Date

Experience

Poet-Laureate-Applicable Experience 1	Date-Date
Poet-Laureate-Applicable Experience 2	Date-Date
Poet-Laureate-Applicable Experience 3	Date-Date

Publications

(examples follow for different types of poetry publications)

Books or Chapbooks

Book or Chapbook Title. City: Publisher, Year.

Poems in Anthologies

"Poem Title." Anthology Title. Ed. Editor's Name. City: Publisher, Year.

Poems in Print Periodicals

"Poem Title." Journal Title. Publication Date.

Poems in Online Periodicals

"Poem Title." Online Periodical Title. Publication Date. www.completeurl.com/xyz.html

Poems in Other Media

"Poem Title." *Album or Recording* (if applicable). Producer, Publisher (if applicable), Year. Type of media (video, audio).

Recent Readings/Presentations/Workshops

Event, Venue 1 Date
Event, Venue 2 Date
Event, Venue 3 Date

Selected Honors & Awards

Award 1, Awarding Body

Award 2, Awarding Body

Date

Affiliations/Memberships

Membership 1 Date-Date
Membership 2 Date-Date

Samples of the 2010 Winning Project Submission by Erie County Poet Laureate Dr. Thomas Forsthoefel

Central to the inspiration of establishing a Poet Laureate is the realization of the vitality of poetry and its power to convey intimacies and truths of human experience in all its richness and complexity. The goal of this project is two-fold: first, to make available to the broader Erie Community the work of outstanding, nationally recognized poets, whose work clearly demonstrates this nimble and lucid entrée into human experience, in turn provoking the deepest stirrings of our own experience; secondly to create opportunities for students in Erie County, prisoners incarcerated in the correctional system, and the broader Erie community to realize something of the power and possibility of poetry in their own lives as a means and vehicle for self-awareness, self-expression and self-realization.

- 1) I have considerable experience in creating numerous successful and well attended programs and events, including bringing nationally known figures to speak to the Erie Community. These include Robert Thurman, Jey Tsong Kha pa Professor of Indo-Tibetan Buddism at Columbia University and Robert Bly, author of many books of poetry and prose. Among the poets I would contact would be Tony Hoagland, David Whyte, Mary Oliver and Sharon Olds.
- 2) The second part of the project involves creating opportunities for students and the broader community to access their own inspirations and experience. To execute this I would consult with appropriate persons inside the local school systems. I would draw upon the rich resources we have available in the Erie poetry community. My goal would be to expose various communities to the different gifts and riches which the Erie poetry community offers. This program has the merits of highlighting and integrating the work of local outstanding poets as they draw out the "inner poet" in the Members of their audiences and workshops. The budget of this proposal includes stipends that offer compensation for the time and expertise of these poets and rewards them for their own artistic work over the years. In doing so, this project both enriches the broader community, providing models in the in the demonstration of the value and potential in lives shaped by the poetic imagination, and at the same time, it supports the work of local artists.
- 3) Finally, I would contact persons directing a correctional facility to arrange one opportunity for the incarcerated. Poetry is many things, and, in the eloquent expressions of experience, has the potential for healing experience too.

Project Budget

1. One nationally recognized poet delivering a reading.

\$2,000

2. Five opportunities for local poets to read and conduct workshops at schools,

community centers and correctional facilities at a cost of \$500 each.

\$2,500

\$500 stipend includes development of a workshop curriculum to engage high school

students in Erie County public or private schools, persons at one community setting

such as the Blasco Library and inmates in a correctional facility.

Total:

\$4,500

Budget Worksheet

Applicant Name: _		
Please provide a complete budget for your proje	ct. Add lines as necessary.	
INCOME:		
Please list each income source for this project (Non-cash/in-kind contributions should be cited		sted/committed.
Source		Amount
Poet Laureate Initiative Support		
	Total Income	\$
EXPENSES: Please list each expense for this project and project	ected cost.	
Expense		Cost
Materials/Supplies:		
Training/Conferences:		
<u>Travel:</u>		
Contracts:		
Equipment:		
Other: _		
	Total Expenses \$_	
*Total Income should be equivalent to Total Ex	penses	
Notes to the Budget: Please use this section to source of any non-cash/in-kind contributions		ses in greater detail. List the

How to Create a Project Budget

Creating your budget is an important step in project planning. The budget section of your application is important because it informs the judges of how you intend to utilize the Poet Laureate Initiative's investment and helps you ensure that your project can be completed successfully if selected.

An accurate budget shows that:

- You did your research and that your project costs are reasonable and well thought out;
- Your project is within the Poet Laureate Initiative's funding range and/or you plan to seek additional funding.

Use the Budget Worksheet provided to clearly and concisely state all project income and expenses. All income and expenses should relate directly to your proposed project. Use the "Notes to the Budget" section to provide additional detail, describe how you determined cost estimates and what expenses, if any, will be covered by inkind donations or other resources.

The maximum amount of support that you can request from the Erie County Poet Laureate Initiative is
_____. The Erie County Poet Laureate Initiative will not fund the following types of activities/expenses

Basic Project Expenses

Each project is unique. To assist with planning for costs related to your project, please refer to this list of generally accepted budget categories. You may request support in as many categories as appropriate for your project. Be sure to compare your budget to your project narrative when complete to ensure that you haven't forgotten anything.

Generally, budget expenses may be categorized as follows:

- *Materials/Supplies* Include project supplies and/or office supplies such as paper, envelopes, pens and pencils, CDs, and staples, etc. in this category;
- *Training/Conferences* This may include registration/participation fees for project participants to attend trainings and/or conferences;
- *Travel* Include mileage, airline tickets, taxis, car rentals, mileage reimbursements, parking fees, tolls, tips, and lodging and meals in this category;
- *Contracts* Specify contract services, consultants' fees, and/or fees for trainers that you plan to bring to Erie in this category;
- *Equipment* List all purchases for items with a life span of (usually) three years or more such as technology in this category;
- *Other* All other miscellaneous expenses may be captured in this category including but not limited to space/site rental.

The "Notes to the Budget" section should be used to provide additional detail on expenses, describe how you determined cost estimates and what expenses, if any, will be covered by in-kind donations or other resources.

*Adapted from Grant Central Station, "Writing a Budget Narrative" www.grant-central-station.com/articles/33/ on 3/10/14.